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30 June 1955

MEMORANDUM FOR: Director of Central Intelligence  
 SUBJECT: Business Machine Facilities for DD/P

PROBLEM

To establish modern business machine facilities for use in the operations of the Clandestine Services at home and abroad.

DISCUSSION

1. In the past DD/P has had the benefit of business machine facilities in the Office of Personnel for a number of administrative purposes such as payrolls and T/O. In addition, FI has experimented with business

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This experience has yielded further proposals of varying size which will require business machine facilities within DD/P.

2. The two projects which are to serve as a nucleus for this development were devised in close cooperation with the Chief of Business Machine Service, Management Staff. They are designed to improve the services of Records Integration Division (RI) of FI:

a. Machine Listing of 201 Personality files. (See Tab A)

About ninety-five percent of all requests to RI are for information on persons rather than on subject matter. Unfortunately, in the early days of RI, our file system emphasized subject matter. Efforts to change our system and establish personality dossiers (labeled 201 files in RI), cannot keep pace with the stream of new information coming in, let alone catch up with documents inappropriately filed in the past. One reason for this is that 201 file numbers, or information whether or not such files exist, have not been readily available to overseas stations, Headquarters area desks, and RI alike. One central master file now has to be consulted in each case.

By putting this master file on IBM cards, we can periodically disseminate phone book-type lists of file headings and numbers, separately for each area, to desks, stations, staffs, and RI analysts. Once this is done, file numbers can be readily included in all correspondence. This will, in time, result in proper filing of biographic

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information and greatly ease future file searches. We estimate that the system can be fully installed and maintained with monthly rental charges amounting to \$1,500, plus six new employees averaging \$4,000 a year.

b. A combined teletype/IBM system for the prompt location of circulating documents. (See Tab B.)

Only a fraction of the documents circulating in DD/P are controlled by receipt systems, such as that of Top Secret. Most circulate freely, incoming and outgoing logs being kept by individual division and staff mail rooms. Circulating documents which need to be consulted in a name trace, for instance, must be tracked down from mail room to mail room, from log to log. With approximately half a million documents circulating within DD/P outside RI, and each going to an average five branches and staffs before coming to rest in the files, this process has proven to be extraordinarily wasteful.

The proposed locator system will institute a Central Locator Index in RI. Before a document leaves RI, the document number and date are punched into the bottom edge of its cover sheet in the same manner as a (5-channel) teletype tape. Each of DD/P's [redacted] and staff mail points at which dispatches may be kept for working purposes (excluding mere mail redistribution points), will be equipped with a teletype transmitter/distributor. Upon receipt of a document, this device will signal the punched information in the cover sheet, together with office identification, to the Central Locator Index. Tape received there is automatically converted into punched cards, and the latter dated, sorted and interfiled, ejecting old cards.

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All document searches will thereafter center on the locator file. As a by-product, the 360,000-plus Top Secret documents held by DD/P will be subjected to a machine-controlled inventory system. We estimate that this system will cost a monthly rental of \$3,000, plus one-time purchase of equipment worth \$130,600. Twenty-one additional personnel, averaging \$4,000 per year, will be needed to operate it.

The Office of Security has been consulted regarding this project and has raised no objections.

3. As these two projects are approved and implemented, other projects of various types will be investigated and formally proposed. Among these are the following:

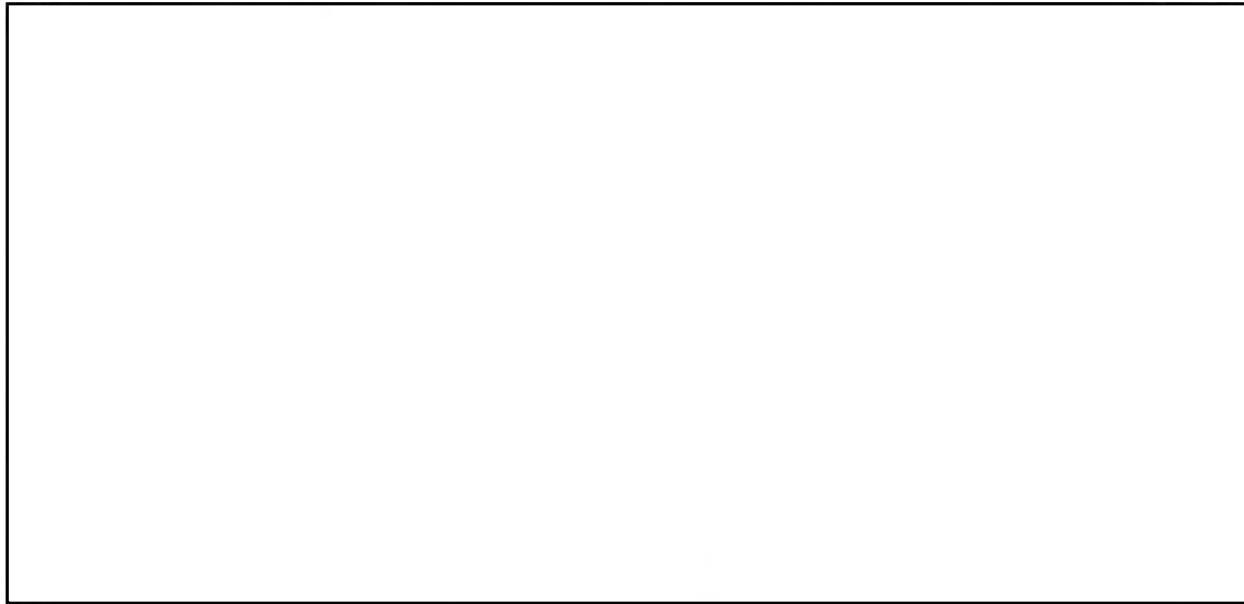
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a. An auxiliary machine card index to supplement (but not eliminate) the RI Main Index, which now contains 8,000,000 reference cards. This would permit the furnishing of index materials to overseas stations, thus easing the load of clerical work abroad. It may also permit the insertion of sizeable categories of documents into machine index cards (aperture cards) in the form of microfilm.

b. Facsimile circuits within DD/P for the rapid transmission of low-security information, such as file references, from RI to branches and staffs.

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4. We assume that additional projects of varying size and intricacy are likely to be developed later on. As in the samples cited above, such projects may have as their purpose to ease administrative workload; to relieve the pressure on clerical and research work at home and overseas: to

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5. It is normally expected that proposals for the installation of business machinery be accompanied by an estimate of anticipated monetary savings. This is not easy in this case. We expect our savings in the form of increased efficiency of RI at Headquarters; lessened clerical workload overseas to the benefit of operations; and the establishment of operational facilities of our own, and in conjunction with liaison services, which we would otherwise not possess.

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6. It may be possible, however, to put a dollar tag on expected benefits from the document locator system proposed above. Location of individual documents is such a problem within DD/P that, by instituting the proposed teletype/IBM system, we hope to save the full-time work of five employees in Records Integration, [redacted]

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worth of manpower annually to better use, once the locator system is in full effect. Direct savings, in addition, are likely to result from reduced overtime pay.

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7. The two projects proposed in this study are almost exclusively concerned with the functions of the Records Integration Division. It would be an error to tax the overstrained facilities of RI by requiring it to implement these machine projects with presently assigned personnel only. The projects will have to be put into effect on a gradual basis after trying out procedures on a pilot scale, and major manpower savings will come only toward the end of this process. A T/O increase of 27 is therefore proposed (see Tab D), which is in addition to the [redacted] increase currently being processed. A management review is invited a year hence to determine whether savings effected by machinery warrant a reduction of the Records Integration Division T/O.

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8. A portion of the machine operation can be efficiently performed at night when inter-filing of the main locator index, for example, will not interfere with requests for information. We anticipate the gradual development of a night shift to conserve space and to improve RI service.

9. The projects proposed in this paper, as well as all others currently under investigation, will involve only such equipment and installations as can be readily transferred to the proposed new CIA building.

10. Approval of the recommendations below is asked at this time, although not all factors in our calculations are firm. We are facing procurement lead time of six to eight months for some machinery; procurement action should therefore be taken soon while the study of details continues. (See Tab C.)

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RECOMMENDATIONS

Your approval is sought for:

- a. Purchase of business machinery and teletype equipment: \$130,600 (see Tab E).
- b. Annual rental of IBM machinery: \$43,500.
- c. Annual rental of telephone wire: \$9,500.
- d. A T/O increase for Records Integration of 27 slots, average \$4,000 per year.
- e. The gradual development of a night shift in RI, as part of its total T/O, in cooperation with the Management Staff.

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FRANK G. WISNER  
Deputy Director (Plans)

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COP/DDP

Annexes:

Tab A - 201 Control Manual  
B - The Locator System  
C - List of Machine Needs, Lead Time, and Cost  
D - T/O Addition  
E - Proposed Funding

cc: 151: D/P  
cc: Director of Security  
C/Management Staff  
Director of Communications  
Controller  
D/Personnel  
Deputy Director (Support)

CONCUR:

151 L.K. White 7 July 55  
Deputy Director (Support)

15 [redacted] 6  
7 6 July 55

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APPROVED:

1st Ind.

To: Deputy Director (Plans) 26 Jul 55

Director of General Management

Following successive discussions in the offices of the Director and the Deputy Director in connection with this staff study, the Deputy Director, General Cabell, advised me that the recommendations herein were approved and instructed their implementation without further reference to the Director.

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